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ABSTRACT

This book explains the fundamental reasons for Japan's astonishing commercial success in relation to its Western competitors. Chapter 1 is an introduction. Chapter 2 discusses implications of Japanese history for education, training, and management. Chapter 3 looks at the first winning margin--education. It covers the following: Japan's long tradition of excellent education, the education system's purpose of meeting state needs, and benefits of a well-educated and adaptable work force. Chapter 4 describes recruitment. Chapter 5 looks at the second winning margin--management and the commitment of employees. The following topics are discussed: the aim to win, obsessive attention to detail, customer service as a priority, Japan's openness to new ideas and expertise at sharing information, a flexible approach to use of employees, total commitment expected of employees, and the basic ethic of humility. Chapter 6 addresses the third winning margin--training--and examines the balance between on-the-job and off-the-job training. Chapter 7 shows how the recruitment of technicians is an important aspect of Japan's success. Chapter 8 describes lessons from the career development of employees. Chapter 9 provides insights into the truth about Japanese innovation and creativity. Chapter 10 draws together these lessons: need for a vision, importance of a cohesive system, commitment of individuals, manager as coach, company as learning organization, and a structured approach to formal training. An index is provided. (YLB)

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